

Want to join the debate? Have your say online by joining the M.E.N. Media Business Group on LinkedIn, or follow GMBusinessweek on Twitter. Email [shelina.begum@men-news.co.uk](mailto:shelina.begum@men-news.co.uk) with submissions for Viewpoint

## VIEWPOINTS

# Female middle managers need to be nurtured

OVER the year, we at Oakridge have held a series of focus groups comprising senior business women and men from around the north west, for full and frank discussions about how they got to the top and what helped them.

What we found was that every story was unique and personal to them – they had varied educations and backgrounds; some had mentors and some didn't; some had great bosses and some didn't – but what they all had was the right attitude, a degree of flexibility and a willingness to go above and beyond what was expected of them.

It was part of our quest to find out why women were not readily moving into leadership roles as quickly as their male colleagues, despite having the right experience and skills to deliver.

## Brigit Egan, director at Oakridge Consulting

And it seems women continue to be treated unfairly and unequally in the workplace, both when it comes to pay and progression into leadership roles.

The facts speak for themselves. At the start of the month, we learned women were effectively working for free due to an increase in the gender pay gap. Furthermore, in the UK, women only make up 20.7% of FTSE 100 boards members and only five of its companies are led by female CEOs.

The largest employment workforce is women, including part time workers, and more should be moving into senior roles. Not to tick a quota box or satisfy the gender debate, but because it makes business sense from a

performance and financial perspective.

Middle management is the key drop out point for women in business, during which numbers of women fall from 40% to 15%.

Given this, it's no wonder there's only a small percentage of women in senior management roles.

It cannot be said enough that advancing women into leadership is not just a nice to have, but essential.

We need the right people in middle management roles because they are the crucial filter between the strategic direction of the business and day-to-day operations.

Women enter the workplace in equal numbers to men but the talent pool of women drops at middle management level. Many leave to have a family and don't come back. Sometimes, if they do return to work, they're often

overlooked for promotion as they're perceived to be less flexible and/or they find the culture of their organisation doesn't support the flexible working.

Businesses have a key role to play in changing the status quo and evidence shows they can do so easily and effectively. They reacted to the Lord Davies report, which put the spotlight upon the lack of women at board level and some 17% of women now hold executive directorships. While there's some way to go, it's clear there's been an impact and it shows an economic taste for diversity at board level.

Women bring different perspectives to a business, which can help it improve, succeed and affect its bottom line. There is a huge talent pool of women out there – it just needs to be nurtured correctly.

The University for  
World-Class Professionals

## Leadership insights:

What a leader should know, but might not have had the time to find out  
Thursday 27th November | 5.30 – 8pm | Business School



Manchester  
Metropolitan  
University



Join expert staff from our Executive MBA and business MSc programmes as they deliver an evening of informative Master Classes that highlight key strategic areas of business every leader should know about:

- **Emotional Intelligence in High Performing Leaders**  
– Coaching a Team to Drive Your Business  
*Stephanie Sturges*
- **Lessons from History**  
– Learning from Past Project Failures  
*Lewis D Endlar*
- **Demographics Are Dead!**  
*David Edmundson-Bird*
- **The Global Market in 2050**  
– What Will It Look Like?  
*Dr Stuart Barrett*

### Who will benefit?

Managers, staff with an interest in developing their skills, business leaders, SME owners and professionals who want to combine a part-time executive programme with their full-time careers.

### Book your place

The event is free and booking is essential. Places are limited to a maximum of two per company. Please register at: [www.business.mmu.ac.uk/autumnmasterclass](http://www.business.mmu.ac.uk/autumnmasterclass)

# Agenda

Is there an event you think should be included on this page? Let us know by sending details to [eventsdiary@men-news.co.uk](mailto:eventsdiary@men-news.co.uk) or speak to our business reporter **Shelina Begum** on 0161 211 2256. Please include the name of the event, a brief description, the time and date, the venue, and the contact information.

## Friday 21 November

### Property & Construction Lunch

Guest speaker for this lunch will be Dave Carty, interim head of capital programmes at Manchester city council. Dave will talk about the winning Greater Manchester Building of the Year 2014 - Manchester Central Library.

- Time: 12.15pm – 2.30pm
- Location: Yang Sing, 34 Princess Street, Manchester
- Further information: 0161 393 4343

### Pro.manchester Members' Lunch with the Lord Mayor of the City of London

Former Kleinwort Benson banker Alderman Alan Yarrow, the 687th Lord Mayor of the City of London will be guest at this event. He left Dresdner Kleinwort in December 2009, after 37 years with the group, latterly as group vice chair and chairman of the UK Bank. He currently holds several non-executive roles.

- Time: 12pm – 2.30pm
- Location: Midland Hotel, Peter Street, Manchester
- Further information: [www.pro-manchester.co.uk](http://www.pro-manchester.co.uk)

## Monday 24 November

### BIM Technical Seminar - For SMEs

With use of BIM (Building Information Modelling) being mandated for all centrally procured government contracts from 2016, there is a clear emerging skills need for businesses in the construction sector in Greater Manchester. However for many employers within the construction industry in GM, these new requirements around BIM represent a huge challenge and can be a source of fear and confusion. If you're unsure about what you need to do as a SME to meet the 2016 deadline, these technical seminars are an opportunity to find out more about how to meet the challenge of being BIM-ready for your business.

- Time: 7.30am – 10am
- Location: The Midland Hotel, Peter Street, Manchester
- Further information: [events@gmchamber.co.uk](mailto:events@gmchamber.co.uk)

## Tuesday 25 November

### Business Breakfast: Apprenticeships for the Finance & Professional Sector

This event explores how employers can use apprenticeships to grow and develop their workforce. Manchester has the biggest financial and professional services sector outside London with particular strengths in relation to legal, accountancy, back office administration and real estate activities. The sector is expected to create 45,000 jobs by 2022, about half of all new jobs across Greater Manchester. Find out about growth trends and skills gaps in your sector and how your business can benefit from recruiting new and upskilling existing staff through apprenticeships.

- Time: 8am
- Location: Manchester Town Hall
- Further information: [www.pro-manchester.co.uk](http://www.pro-manchester.co.uk)

## Wednesday 26 November

### Help on VAT for Charities

The Manchester office of national audit, tax and advisory firm Crowe Clark Whitehill is holding a VAT training course for charities and not for profit organisations. Both are subject to the tax just like any other business or profession. Crowe Clark Whitehill VAT specialist Sandra McLean, who will lead the course, said: "There are however a number of differences.

"Exemptions may be available if your organisation meets certain requirements and conditions. The course will cover the main VAT principles, planning opportunities and topical issues affecting the sector." It takes in VAT registration; understanding your VAT return; when to charge VAT on activities and how much VAT to pay on income; knowing what counts as a business activity for VAT purposes, and why this is important; VAT on costs; how to reclaim the tax and maximise recovery; plus penalties and how to avoid them if things go wrong.

- Time: 9am – 3.30pm

- Location: Crowe Clark Whitehill's 3rd floor offices at The Lexicon, Mount Street, Manchester
- Further information: 07917 095347

### Breakfast Seminar

Opsium is hosting a free interactive and informative employment law seminar for business owners and directors to keep them updated on changes that will affect businesses this year. Hosted by one of their senior employment law consultants, attendees will receive expert guidance on how to remain compliant and manage staff.

Topics covered will include: Flexible working, shared parental leave, changes to national minimum wage, TUPE changes, new financial penalties for employers and the latest case law on holiday pay and commission.

- Time: 8am - 10.30am
- Location: Marriot Airport Hotel, Hale Road, Manchester
- Further information: 0161 603 2156

### The Manchester Rugby Business Network with Nathan Hinds and Andrew Walker

The Rugby Business Network is where business people with a passion for rugby can help each other in business and in life, both online and face to face, at events all around the world. The Manchester group have been running for about one year and this is the fourth event. The group have previously been entertained by Fran Cotton, Mark Cueto and Phil MacKenzie, Paul Sculthorpe MBE, Jimmy Gittens, Jamie Peacock MBE & Shaun Wane.

- Time: 6pm – 8.30pm
- Location: Deloitte, Manchester
- Further information: [rowan@iamrowan.co.uk](mailto:rowan@iamrowan.co.uk)

### Action For Business Tameside

Guest speaker for this event is Nicola Horlick, chief executive and founder of Money&Co. Nicola will talk about the growth of alternative finance options for SMEs. She will discuss the different types of crowdfunding, with a particular focus on debt based

Peer to Peer lending sites.

- Time: 7.30 – 9.30am
- Location: Village Hotel, Pampir Drive, Ashton-under-Lyne
- Further information: 0161 393 4343

## Thursday 27 November

### FSB Networking Event

Meet with like-minded business people in Greater Manchester.

- Time: 6pm – 8pm
- Location: Bizspace, Empress Buildings, 380 Chester Road, Stretford
- Further information: 0161 488 4555

### Women in Business Lunch

The Chamber's Women in Business events are a great forum for businesswomen to create relationships that help with business growth and development. The events enable women to network, meet new contacts and hear from inspirational and motivating speakers. Guest speaker is Heather Jackson founder and CEO of An Inspirational Journey.

- Time: 12pm – 2pm
- Location: The Midland Hotel, Peter Street, Manchester
- Further information: 0161 393 4341

### Forward Planner

## Monday 8 December

### Launch of Stride, Oakridge's Leadership Development Programme for Female Middle Managers

The first workshop of the six month Stride programme, developed following feedback from some of the north west's leading business women and men, will help advance the careers of female middle managers. Packed with practical tools and techniques, leadership support and advice, Stride will help them identify and address why they are not moving into leadership roles and how to progress and achieve success going forward.

- Time: 9am
- Location: The Oakridge Centre, Peter House, Oxford Street, Manchester
- Further information: [joanne.sharp@oakridgecentre.co.uk](mailto:joanne.sharp@oakridgecentre.co.uk)



## Main Event: Friday 21 November

### Uncovering the Secrets of Manufacturing in a Competitive Global Environment

Manufacturing in the UK is in resurgence. Since experiencing one of the worst declines during the last recession the sector is now seeing a steady rise in production. However the competitive global market means that British manufacturers have to invest - in technology, in training and in marketing and design - in order to manufacture products that the world wants to buy.

To help uncover the secrets of growth the IOD is hosting a conference where some of the region's leading manufacturers will share their success stories and their vision for the future. The event is sponsored by PwC and Weightmans, the speakers are Tony Attard OBE, managing director of Panaz, Ivan Buckley, project manager of The National Graphene Institute, Jason Speedy, head of manufacturing at Siemens, Robin Weston, marketing manager of Renishaw, Trevor Williams, chief economist with Lloyds processes.

- Time: 8am – 2pm
- Location: PwC, Manchester
- Further information: 0161 247 7634